

***Enterprise
Mauritius***

**STRENGTHENING DELIVERY
CAPACITY
OF TRADE DEVELOPMENT
ORGANISATIONS**

THE 3 C'S MODEL



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The model provides for a structured approach that enables the identification of industry needs and assists in the formulation and implementation of projects towards optimization of performance and impact.



Agenda

1. Introduction
2. Enterprise Mauritius core activities
3. 3C's Model – Rationale
4. The 3C's model- Concept
5. The 3C's model –Significance
6. 3C's model – Salient features
7. Engagement Mode – PPP
8. Case studies & Impact assessment (Non-Exhaustive)
 - Project 1: Market Development for SME's in Sweden for non-exporting SME's
 - Project 2: Demystifying the US market for SME's
 - Project 3: Preparedness of SME's to export to the EU market
9. Conclusion



Introduction

- Enterprise Mauritius a hybrid institution- WHY?
- Changing times have brought into question the concept and operational landscape of support institutions which are geared as follows:
 - **TPO's**: Bridging information gap between suppliers and demanders of commodities;
 - **TSI's**: Tackling value chain issues (Operational efficiency optimisation)
- Recent evolution in the international commercial environment has witnessed the looming of complex and intertwining challenges, which have necessitated a paradigm shift more inclined towards a **merger** of trade promotion activities and trade support ones.



EM core activities

EM – A modern TDO caters for an extensive clientele base:

A. Multi- Sectoral

- (i) Textile & Apparel;
- (ii) Agro-Processing;
- (iii) Jewellery;
- (iv) Services (BPO/Call-centres, Multimedia, IT & software development, health, education services);
- (v) Light Engineering & Plastic;
- (vi) Wood, Furniture & Chemicals; and
- (vii) Printing and publishing.

B. Multi- Scale

Micro/ small/ medium/ large/ individual firms/clusters

C. Different Market Focus

- (i) 100% Export Oriented Enterprises
- (ii) Domestic Oriented Enterprises



3C's model - Rationale

Rationale:

Reality Checks confirm that the needs of industry can exhaustively be classified among the following 3 categories:

(1) Competitiveness
Enhancement (CE)



(2) Product Conformity
(CP)



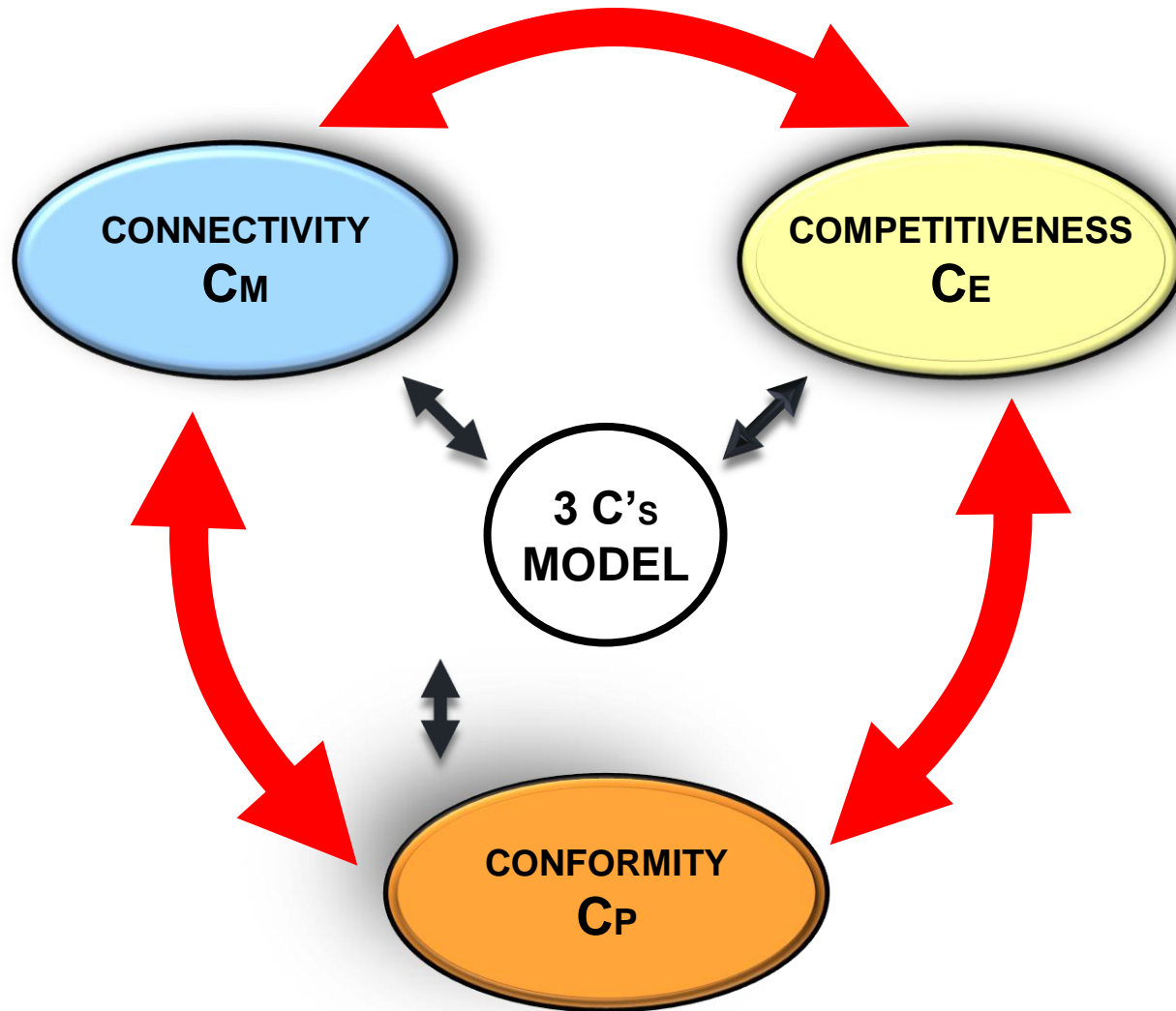
(3) Market Connectivity
(CM)



3C's model - Scope & Application (Non-Exhaustive)

| COMPETITIVENESS ENHANCEMENT (CE) | PRODUCT CONFORMITY (CP) | MARKET CONNECTIVITY (CM) |
|--|---|---|
| Business structures and Organizational Set-up | Lack of Technical Know-how | Lack Of Market Research, commercial intelligence |
| Financial/ Costing Management/ HR | Raw Materials Sourcing | Market testing and exposure |
| Marketing and Product Development Knowledge | Quality | Communication and Advertising |
| Capacity Utilization and Production Cost | Product Design & Research | Restricted Local Market Accessibility |
| Technology, equipment and processes | Packaging, labelling and Presentation | Accessibility to Overseas Market |
| Sustainability and cleaner production | Inadequate Maintenance | Trade support |
| Difficulties in Financial Access | Lack of Norms, Standards and certification | Export Development |
| Low Skill labour and Re-training Facilities | Health and Safety Hazards | Promotion initiatives |
| Locational and Logistical Disadvantage | Social Compliance, fair trade etc | 7 |

The 3C's model – Concept



The 3C's model –Significance

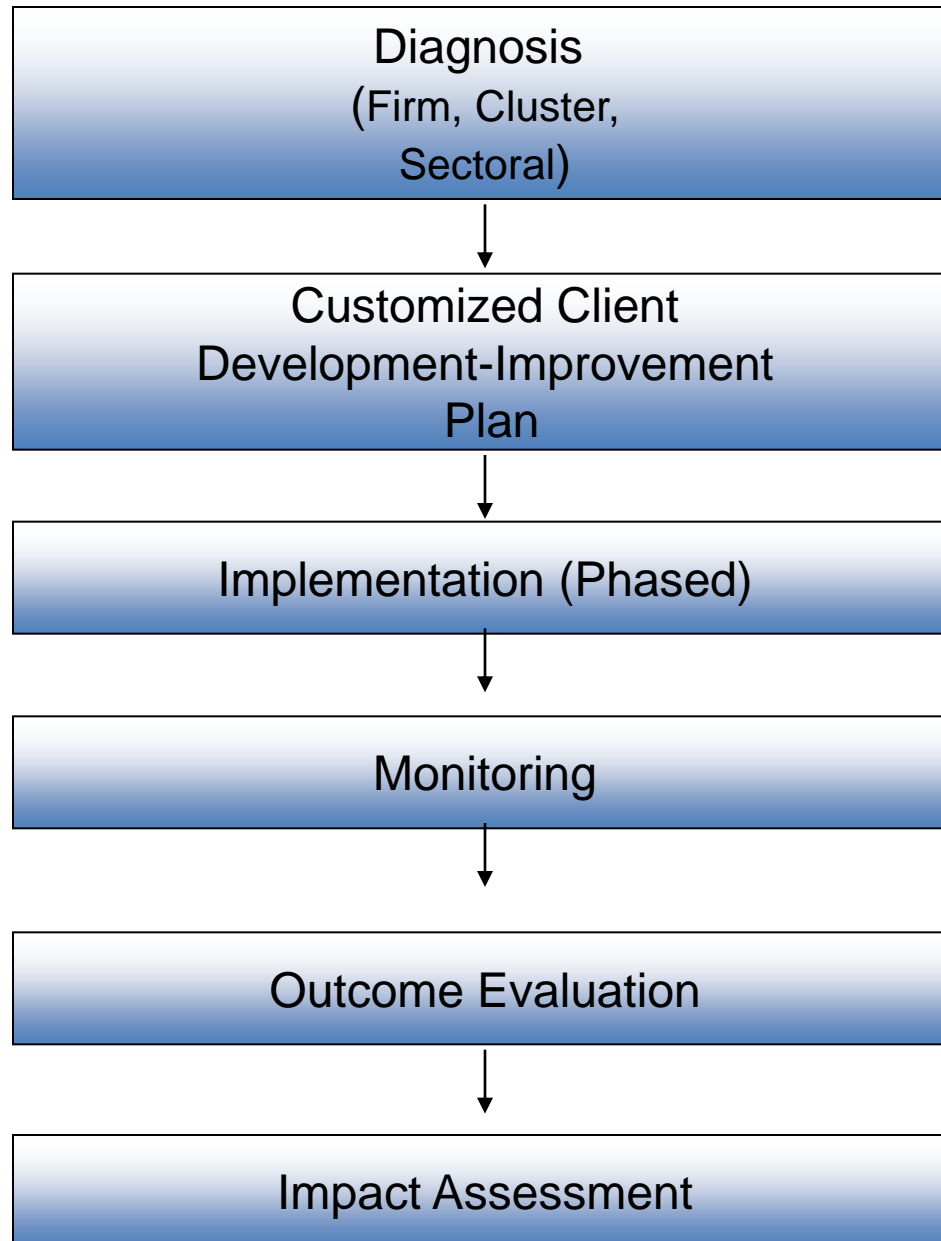
Significance:

The model inter-alia, enables decision makers to identify:

- (a) Where support is needed (**Where**);
- (b) Which type of support is needed in each area (**What**);
- (c) What quantum of support is needed in each area (**How much**);
- (d) How to formulate and design effective support schemes;and
- (e) How to match resource requirements for operationalization and implementation of support schemes (HR, Financial, internal v/s external)



3C's Model- Processes



3C's model – Salient features

| MULTI MODAL | NON SEQUENTIAL | INTER SPATIAL | INTER TEMPORAL |
|---|--|---|--|
| <ul style="list-style-type: none"> • Assessment & Client Development Plan • Capacity building • Productivity improvement • Product development/re-engineering • Market intelligence • Trade promotion • Technology watch/gap analysis • Financial counselling and support | <p style="text-align: center;">There is no set rule in the sequence of application of the model.</p> <p style="text-align: center;">The application depends on a prioritisation of each type of needs.</p> | <p style="text-align: center;">The model has an inbuilt power to respond to the needs in all structures (individual enterprises, clusters and sectors) and is scale neutral in application.</p> | <p style="text-align: center;">The model is not limited by time and is able to address needs in different time perspectives such as immediate, short and long term issues.</p> |